

# Saving ways—from depots to day care



**KEN  
AULETTA**

**F**ORGET THE CIVICS lessons, the stirring sermon from John Adams about how America is "a government of laws, and not of men." In truth, our governments are, as Disraeli observed, ruled by clerks.

Witness the MTA. This week, Sanford E. Russell, the inspector general of the Metropolitan Transportation Authority, released an audit of the 20 depots that service the city's 3,800 buses. He found, on average, that about 18% of the maintenance employees' day "was spent not working." At Manhattan's 132d St. depot, workers averaged only 4.3 hours of daily toil. Employees arrived late for work, took leisurely breaks, and departed early.

The inspector general properly placed the blame for this sorry productivity record on the shoulders of the clerks who supervise the depots, not the junior clerks who maintain them. "This lost time was caused by poor supervision and poor planning of the daily work schedule by depot management," concluded the audit. For example, the supervisors who schedule bus inspections don't prepare the days' work schedule until they arrive in the morning. And since they arrive at the same time as their inspectors, the inspectors wait.

And the public pays. This mismanagement can be calibrated in buses that break down, or dangerously go uninspected. The inspector general offered 14 recommendations to curb these abuses. MTA Chairman Robert Kiley, untypically, praises the report: "They haven't done many audits that were useful. This was useful." But Kiley offers a recommendation to curb mismanagement not included in the auditor's report: He would not allow the clerks who are called supervisors to belong to a union. "What this illustrates," he says, "is that rampant unionism insulates people from the conse-

could. Kiley, to cite another example, mentions "light-duty jobs." Years ago, these were offered to workers who were injured or in poor health. "Yet these 'light-duty jobs' sprouted over the years," he says. "We're trying to find out if they are real jobs, if the workers are still hurt, and how many 'light-duty jobs' there are. There may be thousands!"

The public also pays more for police officers who perform civilian jobs. Including fringe benefits, the average cop is paid \$49,313; the average civilian in the department is paid \$28,050. And each civilian can free a cop to return to street duty. Frank Burns, chairman of the Police Administrative Aide Chapter of D.C. 37, which is seeking to expand the number of civilians it represents, says, "There are 2,800 full-duty cops working inside." Some of these "civilian" jobs—in the organized crime section, in the Property Clerk's office where narcotics and guns are stored—belong in the hands of professional cops. How many is at issue.

The Police Department's chief of personnel, Chief Richard J. Koehler, says they plan to "civilianize" 280 jobs this year, and he adds, "Our projection is that we have 700 to 800 left we could civilianize." Councilwoman Miriam Friedlander of Manhattan, who has prodded the department to do more, thinks the true number of cops who could be returned to street patrol is closer to 1,500. The average citizen wants more cops on patrol. What they often fail to realize is that they can get more without going out and spending millions to recruit new cops. "It's an issue a lot of people skirt away from," says Burns. "It's not a sexy issue."

Nor is the cost of overtime a sexy issue. Annually, Mayor Koch vows to wrestle these costs down. Nevertheless, overtime, according to Budget Director Paul L. Dickstein, cost taxpayers \$162 million in 1984, \$175 million in 1985, and is expected to climb to \$186 million in 1986.

The cost of day care is also not a sexy issue. Yet Thomas Doyle, a Re-

search Fellow at the Manhattan Institute for Policy Research, reports that in 1984 New York City's 414 public day care centers supervised approximately 41,000 children, for \$150 million—\$3,700 per child. That year the nation's largest private day care provider, Kinder-Care Learning Centers, offered care for twice as many children at half the cost. Doyle found that Kinder-Care's 1,000 centers in 40 states cost about \$160 million—\$1,700 for each of 92,000 children.

**H**E BLAMED THE extra \$2,000 per child on New York's "burdensome" regulations, including "required teacher-to-student ratios" that swell staffs. Perhaps some of New York's regulations better serve children. But need they cost an additional \$2,000 per child?

Forget the noble sermons' beamed from City Hall and Albany, laden with promises "to do more for less." When it comes to services, the public usually pays more and gets less.

## Allah save the king of Morocco

**A**MERICAN JOURNALISTS and viewers were apparently too busy with the Royal Wedding to give a meeting between Israel's prime minister and Morocco's king the attention it clearly deserved. By talking openly with Shimon Peres, King Hassan—the head of a 400-year-old Arab dynasty, descendant of the Prophet, president of the Arab League Summit Conference—broke ranks with Arab rejectionists on dealing with Israel.

Many Americans do not understand, I think, that Arab governments are serious in denying the very existence of the State of Israel, and in refusing even to discuss making peace. They forget that Israel does not even appear on Arab maps and that many Arab officials refuse to pronounce the country's name. They find it hard to believe that President Anwar Sadat was murdered as much for negotiating with Israel as for making peace, or that Palestinians have been killed just for advocating talks with Israel.

But these are facts, and they explain



**JEANE  
KIRKPATRICK**

tions. His reputation in the United States suffered when he made a tactical alliance with Libya two years ago in an effort to squelch the flow of arms from Libya to the Polisario. He is, however, not only a good friend of the United States and the West, but he is also the most concerned of all Arab leaders with defusing the Arab-Israeli conflict. Hassan has long felt that he and the Moroccan Jews can serve as a bridge linking Israel to the region. To this end, he has undertaken repeated quiet efforts at peacemaking, both before Camp David and since.

He has also worked to reintegrate

The fact that Hassan, a leader of impeccable Arab credentials, associated himself with Egypt's "crime" by meeting a representative of Israel removes some of the stigma assigned by other Arab nations to Egypt when it became the only Arab state willing to deal with Israel. President Mubarak has already said he feels less lonely. Moreover, if Hassan can speak to Israel, then Jordan's King Hussein should be able to do so.

The meeting also clarified some important facts about the current Middle Eastern scene. The fact that Algeria, Syria, Libya and the PLO strongly condemned the meeting, but that Jordan, Saudi Arabia, Tunisia and the six states of the Gulf Association remained silent, makes it clear that the rejectionist position is strongly supported today only by the radical Arab states—who are also those with strongest ties to the Soviet Union. The fact that only Syria broke diplomatic relations with Morocco clarifies Syrian President Hafez Assad's role as the principal supporter of the most extreme position.